DOCUMENT RESUME

ED 257 481 JC 850 017

TITLE Faculty Evaluation and Merit Pay at Mountain Empire Community College.
INSTITUTION Mountain Empire Community Coll., Big Stone Gap, Va.
PUB DATE 2 Jan 85
NOTE 49p.
PUB TYPE Guides - Non-Classroom Use (055) -- Reports - Descriptive (141) -- Tests/Evaluation Instruments (160)

EDRS PRICE MF01/PC02 Plus Postage.
DESCRIPTORS *College Faculty; Community Colleges; *Evaluation Criteria; *Evaluation Methods; Faculty College Relationship; Faculty Development; *Faculty Evaluation; *Merit Pay; *Teacher Effectiveness; Two Year Colleges

ABSTRACT

Information is provided on various aspects of the faculty evaluation and development system at Mountain Empire Community College (MECC). The compilation includes: (1) a statement of the purposes of the faculty evaluation and development system; (2) evaluation procedures; (3) definitions of key terms; (4) an explanation of the Index of Success Rating (ISR), the main feature of MECC's faculty evaluation system, which determines salary, promotion, retention, and reappointment; (5) a timetable for evaluation, reappointment, non-reappointment, and promotion; (6) an explanation of the rating scale used in the evaluation; (7) a student opinion of instruction questionnaire; (8) faculty evaluation agreement forms and other evaluation materials for the Arts and Sciences Division, the Division of Mining and Industrial Technology, the Division of Business Technology, student services personnel, division chairs, and the Learning Resources Center; (9) explanations of how to obtain quantified ratings; (10) a merit raise worksheet; and (11) relevant sections of MECC's faculty compensation plan. (HB)

****
* Reproductions supplied by EDRS are the best that can be made *
* from the original document. *
****

ED257481

FACULTY EVALUATION AND MERIT PAY

AT MOUNTAIN EMPIRE COMMUNITY COLLEGE

MOUNTAIN EMPIRE COMMUNITY COLLEGE
BIG STONE GAP, VIRGINIA

JANUARY 2, 1985

JC 850017

"PERMISSION TO REPRODUCE THIS MATERIAL HAS BEEN GRANTED BY

J. GARMON

TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)."

U.S. DEPARTMENT OF EDUCATION
NATIONAL INSTITUTE OF EDUCATION
EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)

☐ This document has been reproduced as received from the person or organization originating it.

☒ Minor changes have been made to improve reproduction quality.

• Points of view or opinions stated in this document do not necessarily represent official NIE position or policy.

PURPOSES

The purposes for development and implementation of a faculty evaluation and development system at Mountain Empire Community College are as follows:

1. To create a constructive environment within which the instructional process can be fully explored in the interest of student success.

2. To create a means by which faculty performance can be evaluated to determine areas of strength and areas that may need improvement.

3. To establish a mechanism that allows appropriate use of college resources both to reward exceptional faculty performance and to provide development opportunities in areas that are judged as needing improvement.

4. To establish procedures which will facilitate equitable personnel and management decisions regarding salary, promotions, retention and reappointment.

PROCEDURES

1. Evaluation of all faculty and staff at the college shall take place each year. A timetable, consistent with the personnel policy requirements of the Virginia Community College System, is included in this package.

2. Information and data will be collected in a systematic manner. A Faculty Evaluation Agreement (FEA) will be completed. Completion of the FEA will depend on inclusion of a professional development plan and a self-evaluation report. For teaching faculty, a student-opinion instrument will provide data concerning student perceptions of classroom teaching performance. Non-teaching faculty and supervisors should also investigate how their work is perceived by those they serve.

3. An evaluation conference, conducted as prescribed in the timetable, will serve two purposes: (1) discussion of the evaluation of activities from the previous year, and (2) setting goals for the current year.

4. Approximately two weeks prior to the evaluation conference, the faculty member will prepare for the supervisor a self-evaluation report, documenting activities and accomplishments including the achievement of goals established in the previous year. Using this information, the supervisor will then prepare an assessment and rating to be discussed during the conference. The completed FEA will provide a quantitative measure of job effectiveness to serve as personnel recommendations.

5. The supervisor will prepare a narrative summary to address the subjective aspects of faculty evaluation. The narrative will mention whatever development activities may be appropriate.

6. The faculty member will prepare a professional development plan for discussion at the conference. Percents (or weights), classes to be surveyed (where applicable), and specific activities are negotiated and, upon agreement by faculty member and supervisor, entered on a new FEA to provide a basis for evaluation the following year. The original will remain on file in the supervisor's office, and a copy will be provided to the individual.

7. The completed FEA provides several pieces of information for making personnel decisions. The Index of Success Rating (ISR) will be used to determine a merit raise for those eligible. The number of faculty in each division eligible to receive merit will be announced prior to merit deliberations and decisions.

8. The numerical ratings for areas of job performance (Criterion I), professional activities (Criterion III), and community activities (Criterion II-B)are translated according to the following table.

VCCS -29 DESCRIPTIVE TERMS

Range of Average Ratings	Job Performance	Professional Activities	Community Activities
3.50 - 4.00	Excellent	Extensive	Extensive
2.50 - 3.49	Very Good	Average	Average
1.50 - 2.49	Good	Nominal	Nominal
Below 1.50	Needs Improvement	Needs Improvement	Needs Improvement

9. The narrative, the FEA, and the self-report will become part of the individual's personnel file.

Materials used in the evaluation process follow. They include:

1. Definitions
2. Faculty Evaluation Agreements
3. Student Opinion of Instruction Instrument
4. VCCS - 29

DEFINITIONS

Criterion Composite Rating (CCR) – a faculty member's score in one specific area computed by taking the sum of the average scores from each source multiplied by the weight of that particular source.

Index of Success Rating (ISR) – a rating obtained by computing the sum of weighted criterion composite ratings for Professor X.

Total Merit Money (TMM) – entire pool of merit money available for distribution within a division.

Grand Total of Index of Success Ratings (GTR) – sum of all ISR for faculty within a division determined to be eligible to receive merit money.

Merit Unit (MU) – the ratio of total merit money to the grand total of index of success ratings.

$$MU = \frac{TMM}{GTR}$$

Merit Raise (MR) – the product of each individual faculty member's ISR times the merit unit.

$$MR = ISR \times MU$$

MOUNTAIN EMPIRE COMMUNITY COLLEGE
DRAWER 700, BIG STONE GAP, VIRGINIA 24219
TELEPHONE: 703/523-2400

January 2, 1985

FACULTY EVALUATION AND MERIT PAY AT MOUNTAIN EMPIRE COMMUNITY COLLEGE

The main feature of faculty evaluation is the Index of Success Rating (ISR) compiled by totaling the weighted items in the Faculty Evaluation Agreement. The scores are determined at a conference between the faculty member (or other staff person) and the division chairperson (or other immediate supervisor).

The supervisor must use the ISR as the prime determining factor in recommendations concerning salary, promotion, retention, and reappointment. In merit pay decisions within the division, the chairperson is restricted in that he or she cannot recommend more merit pay to anyone who has a lower ISR than one who is not receiving merit pay. These ratings and the merit pay cutoff points will be distributed without names of individuals to members of the division.

It is understood that the administration of the college will adhere to this procedure insofar as the money allocated for faculty salaries is concerned.

All Faculty Evaluation Agreements contain six criteria:

1. Primary Responsibilities
2. Professional Service
3. Professional Development
4. Comprehensive Professional Relationships
5. Adherence to policies, procedures, and regulations
6. Overall Effectiveness

TIMETABLE
for
Evaluation, Reappointment, Non-reappointment, and Promotion

	YEAR OF EMPLOYMENT AT THE COLLEGE		
	THIRD YEAR OR MORE	SECOND YEAR	FIRST YEAR
Conference with Appropriate Supervisor to:			
1. Evaluate previous or current year a. Self-evaluation report b. Completion of FEA	10/20-10/31	10/20-10/31	1/8-1/15
2. Plan for current year a. Professional Development Plan b. Classes to be surveyed c. Activities to be evaluated d. Criterion weights established	10/20-10/31	10/20-10/31	11/15-11/22
Administration of student opinionnaire form during	Weeks 8-10 Fall Quarter Weeks 7- 9 Spring Quarter		
Distribution of student opinionnaire results during	Week 1 Winter Quarter Week 10 Spring Quarter		
Distribution of written evaluation report to the faculty on or before	11/15	11/15	1/22
Presentation of reaction to written evaluation report, if desired, during	11/18-11/25	11/18-11/25	1/23-1/26
Transmission of final evaluation report to the appropriate supervisor and faculty on or before	12/1	12/8	1/31
Presentation of rebuttals to appropriate supervisor on or before	12/3	12/10	2/3
Conferences on final reports and rebuttals, if desired by faculty, during	12/5-12/10	1/8-1/15	2/6-2/13
Initiation of Grievance Procedures, if desired by faculty, on or before	12/15	1/15	2/15
Transmission of notices of non-reappointment	1/1	2/1	3/1
Establishment of Ad Hoc Appointment Advisory Committee to consider multi-year appointments on or before		1/1	
Conferences with appropriate supervisor who meet normal criteria for promotion during	1/2-1/7	1/30-2/5	2/5-2/10
Recommendations for promotion to appropriate supervisor on or before	1/8	2/7	2/11

Deliberations of Ad Hoc Appointment Advisory Committee during	1/10-1/30		
Recommendations for promotion and/or multi-year appointments to the President and affected faculty on or before	1/31	2/10	2/14
Conferences and hearings on multi-year appointments and/or promotion, if desired by affected faculty, during	2/4-2/25	2/11-2/25	2/14-2/25
Transmission of appointment proposals to each College employee holding faculty rank who has been recommended for reappointment	2/28	2/28	2/28

RATING SCALE

There is one rather significant change to the plan that was presented on March 5, 1981. The project team is now recommending the use of a three-point rating scale (as opposed to a five-point scale) for the Criterion Composite Rating, the CCR.

1 - Needs Improvement
2 - Expected Performance
3 - Exceptional Performance

Any rating 1 or 3 requires an extensive narrative to support that rating. All calculations will take place in the same manner; they will simply have a maximum value of three.

Since the student opinionnaire will have a four-part response format, a factor of 3/4 will be introduced to maintain a consistent and uniform scale.

The scale can also be adapted to clarify the definitions of terms on the VCCS-29 for promotion purposes. The following definitions are suggested.

Job Performance (Primary Responsibilities)

The average CCR for the two successive years immediately perceding consideration would be classified as

Good	1.51-2.00
Very Good	2.01-2.50
Excellent	2.51-3.00

Professional Activities (Professional Development)

The average CCR for the period of consideration

Nominal	1.00-1.50
Average	1.51-2.50
Extensive	2.51-3.00

Community Activities (Professional Service)

The average CCR for the period of consideration

Nominal	1.50-2.00
Average	2.01-3.00

STUDENT OPINION OF INSTRUCTION

This questionnaire gives you an opportunity to express anonymously your views of this course and the way it has been taught. Indicate the response closest to your view by marking the appropriate square.

MECC REPORT NUMBER

DIRECTIONS

Mark one response for each statement.

SA (4) Strongly Agree. You strongly agree with the statement as it applies to this course or instructor.

A (3) Agree. You agree more than you disagree with the statement as it applies to this course or instructor.

D (2) Disagree. You disagree more than you agree with the statement as it applies to this course or instructor.

SD (1) Strongly Disagree. You strongly disagree with the statement as it applies to this course or instructor.

NA (0) Not Applicable or don't know. The statement does not apply to this course or instructor, or you simply are not able to give a knowledgeable response.

	SA	A	D	SD	NA
1. A course outline and/or syllabus was provided to me early in the course.	4	3	2	1	0
2. This course has clearly stated objectives.	4	3	2	1	0
3. Course content, including discussions, assignments, tests, and activities are consistent with the course objectives.	4	3	2	1	0
4. The grading system was clearly explained.	4	3	2	1	0
5. The instructor identifies the student's responsibilities in the course.	4	3	2	1	0
6. Assignments are related to the goals of this course.	4	3	2	1	0
7. The instructor readily maintains rapport with the class, and each student is encouraged to contribute.	4	3	2	1	0
8. The instructor recognizes when some students fail to comprehend, and is actively helpful when students have problems.	4	3	2	1	0
9. Grades are an accurate assessment of my knowledge in this course, and they are assigned fairly and impartially.	4	3	2	1	0
10. The instructor stimulates interest in this course and has effectively challenged me to think.	4	3	2	1	0

FACULTY EVALUATION AGREEMENT

Division of Arts and Sciences

Rating Scale

Rating	Description
4	Area of clearly demonstrated strength and superior performance most of the time
3	Area of moderate strength and very good performance displayed most of the time
2	Area of acceptable performance in terms of locally established standards
1	Area which needs improvement

Ratings of 1 or 4 must be defended in detail in the narrative which accompanies this rating form.

_____ _____

Faculty Member Academic Year

This is to acknowledge that in conference on _____, the criterion weights for the current academic year have been discussed and agreed upon as entered on this form.

_____ / _____

Date

_____ / _____

Date

. . . . . .

I acknowledge that in the conference on _____, the evaluation ratings on the following page(s) were reviewed and discussed with me. I understand that the results shall become a part of my personnel file and will be used in the recommendation of personnel and management decisions regarding salary, promotion, retention, and reappointment. I further understand that my signature on this form does not necessarily indicate that I agree with the rating itself and, therefore, does not restrict, in any way, my right to appeal.

☐ ISR

_____ / _____

Signature Date

Division of Arts and Sciences

		CCR	x	Criterion Weight	=	Weighted CCR
I.	Primary Responsibilities (60-81%)	____	x	____%	=	____
	A. Student Rating (5 - 25%) ____ x ____% = ____					
	1. _____, Fall Quarter					
	2. _____, Fall Quarter					
	3. _____, Spring Quarter					
	4. _____, Spring Quarter					
	5. Advisee Assessment					
	B. Division Chair Rating (75 - 95%) ____ x ____% = ____					
	1. Classroom Teaching					
	*a. Facilitation of Learning					
	*b. Subject Matter Currency					
	c. _____					
	d. _____					
	e. _____					
	2. Advising					
	*a. Interest in and availability for student advising					
	b. _____					
	c. _____					
	d. _____					
	3. Administrative Duties					
	*a. Preparation and submission of course syllabus/ outline					
	*b. Timely and accurate reporting and recordkeeping					
	c. _____					
	d. _____					
	e. _____					
II.	Professional Service (5 - 16%)	____	x	____%	=	____
	A. College Service					
	*1. Effective participation in college committee activities					
	2. _____					
	3. _____					
	4. _____					
	B. Community Service					
	*1. Articulation					
	2. _____					
	3. _____					
	4. _____					
III.	Professional Development (5 - 15%)	____	x	____%	=	____
	*A. Presentation and execution of an appropriate Professional Development Plan					
	B. _____					
	C. _____					
	D. _____					
IV.	Comprehensive Professional Relationships	____	x	5%	=	____
V.	Adherence to Policies, Procedures, and Regulations of the Division, MECC, and VCCS	____	x	1%	=	____
VI.	Overall Effectiveness	____	x	3%	=	____
				Total of Criterion Weights		100%

*Core items for Faculty Evaluation in all Divisions

FACULTY EVALUATION AGREEMENT

Division of Arts and Sciences

_____ _____

Faculty Member Academic Year

	CCR	x	Criterion Weight	=	Weighted CCR
I. Primary Responsibilities (60 - 8[illegible]%)	_____	x	_____ %	=	_____

A. Student Rating _____ x 25% = _____
   1. _____, Fall Quarter
   2. _____, Fall Quarter
   3. _____, Spring Quarter
   4. _____, Spring Quarter
   5. Advisee Assessment

B. Division Chair Rating _____ x 75% = _____
   1. Classroom Teaching
      *a. Facilitation of Learning
      *b. Subject Matter Currency
      c. _____
      d. _____
      e. _____
   2. Advising
      *a. Interest in and availability for student advising
      b. _____
      c. _____
      d. _____
   3. Administrative Duties
      *a. Preparation and submission of course syllabus/outline
      *b. Timely and accurate reporting and recordkeeping
      c. _____
      d. _____
      e. _____

*Core items for Faculty Evaluation in all Divisions

		CCR	x	Criterion Weight	=	Weighted CCR
II.	Professional Service (5 - 16%)	____	x	____ %	=	____
	A. College Service					
	*1. Effective participation in college committee activities					
	2. _____					
	3. _____					
	4. _____					
	B. Community Service					
	*1. Articulation					
	2. _____					
	3. _____					
	4. _____					
III.	Professional Development (5 - 15%)	____	x	____ %	=	____
	*A. Presentation and execution of an appropriate Professional Development Plan					
	B. _____					
	C. _____					
	D. _____					
IV.	Comprehensive Professional Relationships	____	x	5%	=	____
V.	Adherence to Policies, Procedures, and Regulations of the Division, MECC, and VCCS	____	x	1%	=	____
VI.	Overall Effectiveness	____	x	3%	=	____
				Total of Criterion Weights		100%

This is to acknowledge that in conference on _____, the criterion weights for the current academic year have been discussed and agreed upon as entered on this form.

_____ / _____
Faculty Member Date

_____ / _____
Division Chairperson Date

. . . . . .

I acknowledge that in the conference on _____, the evaluation ratings above were reviewed and discussed with me. I understand that the results shall become a part of my personnel file and will be used in the recommendation of personnel and management decisions regarding salary, promotion, retention, and reappointment. I further understand that my signature on this form does not necessarily indicate that I agree with the rating itself and, therefore, does not restrict, in any way, my right to appeal.

☐ ISR

_____ / _____
Signature Date

ARTS AND SCIENCES DIVISION

Suggested Negotiable Items for Faculty Evaluation

I. Primary Responsibilities
   A. Classroom Teaching
      1. Pedagogic methods
      2. Teaching Skills
      3. Attrition/Retention
   B. Advising
      1. Number of advisees
      2. Advisee retention
      3. Advisee placement
   C. Administrative Duties Inventory

II. Professional Service
   A. College Service
      1. Organization sponsorship
      2. Off-campus registration
      3. Grant preparation
   B. Professional Service
      1. Community participation
      2. Community leadership

III. Professional Development
   A. Further study
   B. Professional organization membership
   C. Professional reading
   D. Workshop/Seminar participation
   E. Publication
   F. Related employment

IV. Comprehensive Professional Relationships

V. Adherence to Policy, Procedures, and Regulations of the Division, College, and System

VI. Overall Effectiveness

LIST OF ITEMS FOR STUDENT OPINIONNAIRE

Division of Arts and Sciences

1. I understand easily what my instructor is saying.
2. My instructor seems well-prepared for class.
3. My instructor stimulates interest in the course.
4. My instructor has stimulated my thinking.
5. Relationships among course topics are clearly explained.
6. My instructor is actively helpful when students have problems.
7. My instructor is readily available for consultation.
8. My instructor returns papers quickly enough to benefit me.
9. Each student is encouraged to contribute to class learning.
10. I am free to express and explain my own views in class.
11. My instructor respects divergent viewpoints.
12. My instructor deals fairly and impartially with me.
13. Exams are fair.
14. Grades are assigned fairly and impartially.
15. Assignments are related to goals of this course.
16. Lab procedures are clearly explained to me.
17. Assistance is always available throughout lab sessions.
18. Lab assignments have instructional value.
19. My instructor identified major or important points in the course.

FACULTY EVALUATION AGREEMENT

Division of Mining and Industrial Technology

Rating Scale

Rating	Description
4	Area of clearly demonstrated strength and superior performance most of the time
3	Area of moderate strength and very good performance displayed most of the time
2	Area of acceptable performance in terms of locally established standards
1	Area which needs improvement

Ratings of 1 or 4 must be defended in detail in the narrative which accompanies this rating form.

_____ _____

Faculty Member Academic Year

This is to acknowledge that in conference on _____, the criterion weights for the current academic year have been discussed and agreed upon as entered on this form.

_____ / _____

Date

_____ / _____

Date

. . . . . .

I acknowledge that in the conference on _____, the evaluation ratings on the following page(s) were reviewed and discussed with me. I understand that the results shall become a part of my personnel file and will be used in the recommendation of personnel and management decisions regarding salary, promotion, retention, and reappointment. I further understand that my signature on this form does not necessarily indicate that I agree with the rating itself and, therefore, does not restrict, in any way, my right to appeal.

☐ ISR

_____ / _____

Signature Date

Division of Mining and Industrial Technology

	CCR	x	Criterion Weight	=	Weighted CCR
I. Primary Responsibilities (60 - 81%)	_____	x	_____ %	=	_____
A. Student Rating (5 - 25%)	_____	x	____ %	=	_____
1. _____, Fall Quarter					
2. _____, Fall Quarter					
3. _____, Spring Quarter					
4. _____, Spring Quarter					
5. Advisee Assessment					
B. Division Chair Rating (75 - 95%)	_____	x	____ %	=	_____
1. Classroom Teaching					
*a. Facilitation of learning					
*b. Subject matter currency					
c. Interest in subject					
d. Rapport with students					
e. Attends all classes, both lecture and labs, on time---does not dismiss scheduled classes					
f. Adheres to examination schedule					
g. Adequate organization and preparation for each activity					
h. Adjustment of techniques and subject matter to range of abilities of students					
i. Rentention or redirection of students					
j. _____					
k. _____					
2. Advising					
*a. Interest in and availability for student advising					
b. Interest in individual students as evidenced by personal conferences					
c. Interest in and participation in co-curricular activities					
d. Registration of students					
e. Job placement					
f. Overall effectiveness					
g. _____					
3. Administrative Duties					
*a. Preparation and submission of course syllabus/ outline					
*b. Timely and accurate reporting and recordkeeping					
1) Grades					
2) Advisees folders					
c. Housekeeping duties					
d. Adequate inventory of supplies and equipment maintained					
e. Adequate budgets and requisitions, supplies, equipment, etc.					
f. Prepares textbook orders timely					
g. Appropriate selection of textbooks and related instructional materials					
h. Overall effectiveness					
i. _____					
j. _____					

	CCR	x	Criterion Weight	=	Weighted CCR
II. Professional Service (5 - 16%)	____	x	____%	=	____
A. College Service					
*1. Effective participation in college committee activities					
2. Recruitment					
3. Extra curricular work with students					
4. Contributions to curriculum development					
5. Effective and willing assumption of responsibility					
6. Registration on and off-campus					
7. Successful grantsmanship					
8. _____					
9. _____					
B. Community Service					
*1. Articulation					
2. Conducts workshops, seminars for community groups					
3. Assists business and/or industry in technical matters					
4. _____					
5. _____					
III. Professional Development (5 - 15%)	____	x	____%	=	____
*A. Presentation and execution of an appropriate Professional Development Plan					
B. Course work, professional organizations					
C. In-service activities					
D. Readings in one's field					
E. Individual improvement/development based on previous evaluation					
F. Professional meetings attended					
G. _____					
H. _____					
IV. Comprehensive Professional Relationships	____	x	5%	=	____
V. Adherence to Policies, Procedures, and Regulations of the Division, MECC, and VCCS	____	x	1%	=	____
VI. Overall Effectiveness	____	x	3%	=	____
Total of Criterion Weights			100%		

*Core items for Faculty Evaluation in all Divisions

LIST OF ITEMS FOR STUDENT OPINIONNAIRE

DIVISION OF MINING AND INDUSTRIAL TECHNOLOGY

1. Instructor displays a clear understanding of course topics.
2. Instructor explains experiments and/or assignments clearly.
3. Instructor has an effective style of presentation.
4. Instructor seems well-prepared for class.
5. Instructor speaks audibly and clearly.
6. Instructor draws and explains diagrams effectively.
7. Instructor stimulates interest in the course.
8. Instructor recognizes when some students fail to comprehend.
9. Instructor is readily available for consultation.
10. Exams are used to help me find my strengths and weaknesses.
11. Instructor returns papers quickly enough to benefit me.
12. When I have a question or comment, I know it will be respected.
13. I feel free to ask questions in class.
14. I feel free to challenge my instructors ideas in class.
15. My instructor deals fairly and impartially with me.
16. My instructor readily maintains rapport with this class.
17. My technical skills were improved as a result of this course.
18. This course directly contributes to my vocational preparation.
19. This course is up-to-date with developments in the field.
20. My instructor has a realistic definition of good performance.
21. Direction for course assignments are clear and specific.
22. I am generally pleased with the text(s) required for this course.
23. Lecture information is adequately supplemented by other work.
24. My instructor thoroughly understands lab experiments/equipment.
25. Assistance is always available throughout lab sessions.
26. The lab sessions are well-organized.
27. The content of the lab is a worthwhile part of this course.
28. The lab in this course has adequate facilities.
29. The size of this class is appropriate to course objectives.
30. I have easy access to equipment/tools required in this course.
31. I would enjoy taking another course from this instructor.
32. Grades are assigned fairly and impartially.
33. Lab assignments have instructional value.
34. My instructor identified major or important points in the course.
35. Assignments are related to goals of this course.
36. I like the way the instructor conducts this course.

FACULTY EVALUATION AGREEMENT

Division of Business Technology

Rating Scale

Rating	Description
4	Area of clearly demonstrated strength and superior performance most of the time
3	Area of moderate strength and very good performance displayed most of the time
2	Area of acceptable performance in terms of locally established standards
1	Area which needs improvement

Ratings of 1 or 4 must be defended in detail in the narrative which accompanies this rating form.

_____ _____

Faculty Member Academic Year

This is to acknowledge that in conference on _____, the criterion weights for the current academic year have been discussed and agreed upon as entered on this form.

_____ / _____

Date

_____ / _____

Date

. . . . . .

I acknowledge that in the conference on _____, the evaluation ratings on the following page(s) were reviewed and discussed with me. I understand that the results shall become a part of my personnel file and will be used in the recommendation of personnel and management decisions regarding salary, promotion, retention, and reappointment. I further understand that my signature on this form does not necessarily indicate that I agree with the rating itself and, therefore, does not restrict, in any way, my right to appeal.

☐ ISR

_____ / _____

Signature Date

Division of Business Technology

	CCR x	Criterion Weight =	Weighted CCR
I. Primary Responsibilities (60 - 81%)	_____ x	_____ % =	_____

A. Student Rating (5 - 25%) _____ x ____ % = ____
1. _____, Fall Quarter
2. _____, Fall Quarter
3. _____, Spring Quarter
4. _____, Spring Quarter
5. Advisee Assessment

B. Division Chair Rating (75 - 95%) _____ x ____ % = ____
1. Classroom Teaching
   - *a. Facilitation of learning
   - *b. Subject matter currency
   - **c. Interest in subject
   - d. Rapport with students
   - e. Attends classes, both lecture and labs, on time--does not dismiss scheduled classes
   - f. Adheres to examination schedule
   - g. Adequate organization and preparation for each activity
   - h. Adjustment of techniques to meet the range of abilities of students
   - i. Overall effectiveness
   - j. _____
   - k. _____
2. Advising
   - *a. Interest in and availability for student advising
   - **b. Interest in and participation in co-curricular activities
   - c. Registration of students
   - d. Overall effectiveness
   - e. _____
   - f. _____
3. Administrative Duties
   - *a. Preparation and submission of course syllabus/ oultine
   - *b. Timely and accurate reporting and recordkeeping
     1) Grades
     2) Advisees folders
   - **c. Adequate inventory of supplies and equipment maintained
   - d. Adequate budgets and requisitions, supplies, equipment, etc.
   - e. Prepares textbook orders timely
   - f. Appropriate selection of textbooks and related instructional materials
   - **g. Housekeeping duties
   - h. Overall effectiveness
   - i. _____
   - j. _____

	CCR	x	Criterion Weight	=	Weighted CCR
II. Professional Service (5 - 16%)	_____	x	_____%	=	_____
A. College Service					
*1. Effective participation in college committee activities					
**2. Recruitment					
**3. Extra curricular work with students					
**4. Contributions to curriculum development					
**5. Registration on and off-campus					
6. Overall effectiveness					
7. _____					
8. _____					
B. Community Service					
*1. Articulation					
**2. Conducts workshops, seminars for community groups					
**3. Assists business and/or industry in technical matters					
4. Overall effectiveness					
5. _____					
6. _____					
III. Professional Development (5 - 15%)	____	x	_____%	=	_____
*A. Presentation and execution of an appropriate Professional Development Plan					
**B. Course work					
**C. Professional organizations					
**D. In-service activities					
**E. Readings in one's field					
F. Individual improvement/development based on previous evaluation					
**G. Professional meetings attended					
H. Overall effectiveness					
I. _____					
J. _____					
IV. Comprehensive Professional Relationships	____	x	5%	=	_____
V. Adherence to Policies, Procedures, and Regulations of the Division, MECC, and VCCS	____	x	1%	=	_____
VI. Overall Effectiveness	____	x	3%	=	_____
Total of Criterion Weights			100%		

*Core items for Faculty Evaluation in all Divisions
**Negotiable items for the Division of Business Technology
Unmarked items are Core items for the Division of Business Technology

LIST OF ITEMS FOR STUDENT OPINIONNAIRE

Division of Business Technology

1. My instructor is able to simplify difficult materials.
2. Difficult topics are structured in easily understood ways.
3. My instructor makes learning easy and interesting.
4. My instructor makes me feel involved with this course.
5. This course has effectively challenged me to think.
6. My instructor helps me apply theory to solve problems.
7. My instructor is actively helpful when students have problems.
8. My instructor is readily available for consultation.
9. My instructor returns papers quickly enough to benefit me.
10. When I have a question or comment I know it will be respected.
11. I feel free to ask questions in class.
12. Mutual respect is a concept practiced in this course.
13. My instructor respects constructive criticism.
14. My instructor readily maintains rapport with this class.
15. Exams accurately assess what I have learned in this course.
16. Exams are coordinated with major course objectives.
17. My final grade will accurately reflect my overall performance.
18. Grades are an accurate assessment of my knowledge in this course.
19. Assignments are related to goals of this course.
20. Assistance is always available throughout lab sessions.
21. The lab sessions are well-organized.
22. Lab assignments have instructional value.
23. I would enjoy taking another course from this instructor.
24. I like the way the instructor conducts this course.
25. Frequent attendance in this class is essential to good learning.

STUDENT SERVICES PROFESSIONAL EVALUATION

This evaluation consists of six interrelated parts: (1) The first section of the formal evaluation is a modified job description. The modifications include an approximate "percent of job" assigned to major items (mutually agreed upon in advance by the evaluator and evaluee) and a scale upon which job accomplishment/ performance may be rated. Individual tasks within each major item should be considered in these ratings.

(2) The second through the sixth portion of the evaluation consists of job-related items which permits a rating to be assigned for each of several different areas a Student Services staff member would normally be expected to exhibit in the performance of his/her professional duties. This total process encourages discussion that would contribute to professional development.

EVALUEE_____ SUPERVISOR_____

The purpose of this evaluation is to provide both the professional and his/her immediate supervisor with a tool to identify areas of performance including strengths and areas needing improvement. This evaluation will be considered in determining the evaluee's future goals and also recommendations for contract renewal and promotion.

The supervisor is to consider the professional's performance during the period indicated.

Beginning Date_____ Ending Date_____

EVALUATION PROCEDURE

Rate each of the individual items on the evaluation form on a scale from 4 to 1. Consider the individual task accomplishment/performance within the major areas in establishing ratings. Accomplishment refers to completion of defined tasks; performance to how well the job is done. In determining your rating, utilize the following definitions* for each of the numerical indicators:

4----Area of Strength (Excellent) - Professional displays this trait in exemplary manner. (Range = 3.5-4)

3----Area of Moderate Strength (Very Good) - Evaluee should be characterized as demonstrating this trait most of the time. (Range = 2.5-3.49)

2----Acceptable (Good) - Evaluee meets locally established standards of professional performance. (Range = 1.5-2.49)

1----Area Needs Improvement (Needs Improvement) - Professional would function more effectively if this trait were displayed to a greater extent. (Range = below 1.5)

*Parenthetical terms relate directly to the VCCS-29 promotional guidelines.

STUDENT SERVICES PERSONNEL EVALUATION AGREEMENT

I. Job Description (primary responsibilities 60 - 81%) ____%

Job Description CCR = _____

4	3	2	1		
				II. Professional Service (5 - 16%) A. College Service 1. Participation in college committees (required item). 2. Evaluee listens to and understands the problems that face the college and projects this understanding toward his functional area in seeking solutions. B. Community Service	_____ %
				Sec. Tot. ÷ # of ?'s = CCR x Criterion Wgt. = Wgtd. CCR	
				III. Professional Development (5 - 15%) A. The professional gains competence, experience, and additional skills through continued educational and professional development opportunities as needed and as available.	_____ %
				CCR x Criterion Weight = Weighted CCR	
				IV. Comprehensive Professional Relationships A. The evaluee has a positive relationship with the faculty, administration and staff and maintains an open attitude toward all students at MECC.	5%
				CCR x Criterion Weight = Weighted CCR	
				V. Adherence to policies, procedures, and regulations of the division, MECC and the VCCS.	1%
				CCR x Criterion Weight = Weighted CCR	
				VI. Overall Effectiveness	3%
				CCR x Criterion Weight = Weighted CCR	

In conference on _____, the criterion weights for the current academic year have been discussed and agreed upon as entered on this form.

_____ / _____ _____ / _____

Evaluee's Signature Date Director of Student Services Date

In conference on _____, the ratings above were reviewed and discussed with me. I understand that the results shall become a part of my personnel file and will be used in the recommendation of personnel and management decisions regarding salary, promotion, retention, and reappointment. I further understand that my signature on this form does not necessarily indicate that I agree with the rating itself, and therefore, does not restrict, in any way, my right to appeal.

☐ ISR _____ Descriptor

_____ / _____ _____ / _____

Evaluee's Signature Date Director of Student Services Date

FACULTY EVALUATION AGREEMENT

Division Chairman or Director

Rating Scale

Rating	Description
4	Area of clearly demonstrated strength and superior performance most of the time
3	Area of moderate strength and very good performance displayed most of the time
2	Area of acceptable performance in terms of locally established standards
1	Area which needs improvement

Ratings of 1 or 4 must be defended in detail in the narrative which accompanies this rating form.

_____ _____

Division Chairman or Director — Academic Year

This is to acknowledge that in conference on _____, the criterion weights for the current academic year have been discussed and agreed upon as entered on this form.

_____ / _____

Date

_____ / _____

Date

. . . . . .

I acknowledge that in the conference on _____, the evaluation ratings on the following page(s) were reviewed and discussed with me. I understand that the results shall become a part of my personnel file and will be used in the recommendation of personnel and management decisions regarding salary, promotion, retention, and reappointment. I further understand that my signature on this form does not necessarily indicate that I agree with the rating itself and, therefore, does not restrict, in any way, my right to appeal.

☐ ISR

_____ / _____

Signature — Date

Division Chairman or Director

	CCR	x	Criterion Weight	=	Weighted CCR
I. Primary Responsibilities (60 - 81%)	____	x	____%	=	____
Dean of Instruction Rating (75 - 100%)	____	x	____%	=	____

A. Administrative Responsibilities

1. Faculty
   a. Assessment of needs and recruitment
   b. Orientation and supervision
   c. Evaluation
   d. _____
   e. _____
2. Instruction
   a. Curriculum and course planning
   b. Textbook selection and requisition
   c. Class scheduling
   d. _____
   e. _____
3. General
   a. Division meeting and communication
   b. Budget preparation
   c. Equipment requisition and inventory
   d. Advisory Committee implementation
   e. _____
   f. _____

B. Instructional Responsibilities

1. Student Rating (0 - 25%) ____ x ____% = ____
   a. _____, Fall Quarter
   b. _____, Spring Quarter
   c. _____, Advisee Assessment
2. Classroom Teaching
   a. Facilitation of learning
   b. Subject matter currency
   c. _____
   d. _____
   e. _____
3. Advising
   a. Interest in and availability for student advising
   b. _____
   c. _____
   d. _____
4. Administrative Duties
   a. Preparation and submission of course syllabus/ outline
   b. Timely and accurate reporting and recordkeeping
   c. _____
   d. _____
   e. _____

		CCR	x	Criterion Weight	=	Weighted CCR
.	Professional Service (5 - 16%)	____	x	____%	=	____
	A. College Service					
	1. Effective participation in college committee activities					
	2. _____					
	3. _____					
	4. _____					
	B. Community Service					
	1. Articulation					
	2. _____					
	3. _____					
	4. _____					
III.	Professional Development (5 - 15%)	____	x	____%	=	____
	A. Presentation and execution of an appropriate Professional Development Plan					
	B. _____					
	C. _____					
	D. _____					
IV.	Comprehensive Professional Relationships	____	x	5%	=	____
V.	Adherence to Policies, Procedures, and Regulations of the Division, MECC, and VCCS	____	x	1%	=	____
.	Overall Effectiveness	____	x	3%	=	____
				Total of Criterion Weights		100%

FACULTY EVALUATION AGREEMENT

Learning Resources Center

Rating Scale

Rating	Description
4	Area of clearly demonstrated strength and superior performance most of the time
3	Area of moderate strength and very good performance displayed most of the time
2	Area of acceptable performance in terms of locally established standards
1	Area which needs improvement

Ratings of 1 or 4 must be defended in detail in the narrative which accompanies this rating form.

_____ _____

Faculty Member Academic Year

This is to acknowledge that in conference on _____, the criterion weights for the current academic year have been discussed and agreed upon as entered on this form.

_____ / _____

Date

_____ / _____

Date

. . . . . .

I acknowledge that in the conference on _____, the evaluation ratings on the following page(s) were reviewed and discussed with me. I understand that the results shall become a part of my personnel file and will be used in the recommendation of personnel and management decisions regarding salary, promotion, retention, and reappointment. I further understand that my signature on this form does not necessarily indicate that I agree with the rating itself and, therefore, does not restrict, in any way, my right to appeal.

☐ ISR

_____ / _____

Signature Date

Learning Resources Center

	CCR	x	Criterion Weight	=	Weighted CCR
I. Primary Responsibilities (60 - 81%)	_____	x	_____ %	=	_____
A. LRC Director Rating (75 - 95%)	_____	x	_____ %	=	_____

1. Administrative Responsibilities
   a. Assumes primary responsibility for the direction and long-range planning of the overall operation of the library and for the intergration of the library with the instructional program of the College.
   b. Supervises the development of all library collections. After soliciting faculty and student recommendations, selects materials to be added to the library collection.
   c. Developes and recommends policies and procedures to insure the effective and efficient operation of the library after consulting with the Director of Learning Resources, the Instruction and Curriculum Committee, students, and faculty.
   d. Works actively on campus to determine from students, faculty, and administrators those materials and services which the library should provide.
   e. Developes and administers library budgets and grants.
   f. Prepares necessary reports regarding the library's operation for the Director of Learning Resources and for the College.
   g. Supervises the ordering and processing of all materials for inclusion in the library collections.
   h. Interviews all prospective library employees and makes employment recommendations to the Director of Learning Resources.
   i. Supervises interlibrary loan transactions.
   j. Works on a schedule approved by the Director of Learning Resources.
   k. Is able to explain the operation of and to charge out materials and equipment from the three areas of the Learning Resources Center to students, faculty, and community users.
   l. Performs the above and all other functions assigned by the Director of Learning Resources.
2. Instructional Responsibilities
   a. Provides reference assistance to all library users in locating needed materials and information.
   b. Promotes, develops, and teaches formal library instruction and orientation. Teaches the library instruction components of the GENERAL 100 course and of the ENGLISH 118 course.

B. Other Ratings
1. _____, Student Rating
2. _____, Teaching Faculty Rating
3. _____, Administrator Rating
4. _____, Classified Staff Rating

		CCR	x	Criterion Weight	=	Weighted CCR
.	Professional Service (5 - 16%) A. College Service 1. Effectively participates in college committee activities. 2. Serves as institutional representative to the Library Advisory Committee of the Western Region Consortium for Continuing Higher Education. 3. Serves annually as a member of the Instruction and Curriculum Committee. B. Community Service 1. Assists community library users who seek assistance in the library. 2. Maintains cordial relationships with and when possible hosts an annual meeting of the librarians in the College's service area in an effort to promote the advancement of the quality of library service in the region.	_____	x	_____%	=	_____
III.	Professional Development (5 - 15%) A. Maintains awareness of new developments in the fields of librarianship, especially in relation to possible implications for and application at MECC, through a plan for professional development approved by the LRC Director. B. Continues by active membership to support the goals and objectives of the American Library Association and the Virginia Library Association. C. Completes some type of approved continuing education activity each year. D. Seeks to attend at least one pertinent professional meeting each year.	_____	x	_____%	=	_____
IV.	Comprehensive Professional Relationships	_____	x	5%	=	_____
V.	Adherence to Policies, Procedures, and Regulations of the Division, MECC, and VCCS	_____	x	1%	=	_____
VI.	Overall Effectiveness	_____	x	3%	=	_____
				Total of Criterion Weights		100%

SAMPLE

Criteria for Faculty Evaluation

I. Primary Responsibilities
   - A. Classroom teaching
   - B. Advising
   - C. Administrative duties

II. Professional Service
   - A. College service
   - B. Community service

III. Professional Development
   - A. Course work
   - B. Professional organizations
   - C. Participation in college sponsored faculty in-service activities
   - D. Readings in one's field
   - E. Individual improvement/development based on previous evaluation

IV. Professional Relationships (In-house Collegiality)

V. Adherence to Policies, Procedures and Regulations of MECC and VCCS

VI. Overall Effectiveness

VII. Workload Formula

NEGOTIATED WEIGHTS

Professor Jones		Professor Smith
70%	I	63%
6%	II	15%
8%	III	5%
5%	IV	5%
1%	V	1%
3%	VI	3%
7%	VII	8%

MERIT RAISE

MR = ISR x MU

Jones	Smith
MR = 4.04 x $210.00	MR = 3.94 x $195.00
MR = $848.40	MR = $768.30

MERIT RAISE

MR = ISR x MU

Jones	Smith
MR = 4.04 x $141.59	MR = 3.94 x $131.58
MR = $572.02	MR = $518.43

Total Merit Money (TMM) – entire pool of merit money available for distribution within a division.

Grand Total of Index of Success Ratings (GTR) – sum of all ISR for faculty within a division determined to be eligible to receive merit money.

Merit Unit (MU) – the ratio of total merit money to the grand total of index of success ratings.

$$MU = \frac{TMM}{GTR}$$

Merit Raise (MR) – the product of each individual faculty member's ISR times the merit unit.

$$MR = ISR \times MU$$

Index of Success Rating (ISR) – a rating obtained by computing the sum of weighted criterion composite ratings for Professor X.

		Wt.	CCR		Weighted CCR
I.	Primary Responsibilities	65%	4.34		2.82
II.	Professional Service	10%	4.20		0.42
III.	Professional Development	10%	3.70		0.37
IV.	Professional Relationships	5%	5.00		0.25
V.	Adherence to Policies, Procedures and Regulations	1%	5.00		0.05
VI.	Overall Effectiveness	3%	4.80		0.14
VII.	Workload Index	6%	4.35		0.26
				ISR	4.32

Criterion Composite Rating (CCR) – a faculty member's score in one specific area computed by taking the sum of the average scores from each source multiplied by the weight of that particular source.

Example Professor X	Criterion I	Wt.	Average Rating		Weighted Rating
Students		75%	4.25		3.19
Division Chair		25%	4.60		1.15
				CCR	4.34

PROPOSED CRITERIA
FOR
INSTRUCTIONAL FACULTY EVALUATION

WEIGHT					SOURCE OF INPUT
MIN	MAX	AVE			
60	80	70	I.	Primary Responsibilities	Division Chair Students Director of Admissions Counselors Librarian
5	15	10	II.	Professional Service	Division Chair Committee Chair
5	15	10	III.	Professional Development	Division Chair
5	5	5	IV.	Professional Relationships	Division Chair
1	1	1	V.	Adherence to Policies, Procedures and Regulations	Division Chair
3	3	3	VI.	Overall Effectiveness	Division Chair Dean of Instruction President Director of Student Services
4	8	6	VII.	Workload Formula	Division Chair Dean of Instruction

MERIT UNIT

By Division

$$MU = \frac{TMM}{GTR}$$

Jones' Division	Smith's Division
$MU = \frac{\$4,000}{19.05}$	$MU = \frac{\$6,500}{33.33}$
MU = $210.00	MU = $195.00

CALCULATION OF ISR

Professor Jones	Professor Smith
.70 x 4.15 = 2.90	.63 x 3.87 = 2.44
.06 x 2.78 = 0.17	.15 x 4.50 = 0.68
.08 x 3.75 = 0.30	.05 x 2.76 = 0.14
.05 x 4.60 = 0.23	.05 x 3.95 = 0.20
.01 x 5.00 = 0.05	.01 x 5.00 = 0.05
.03 x 3.85 = 0.12	.03 x 3.21 = 0.10
.07 x 3.95 = 0.27	.08 x 4.28 = 0.34
ISR = 4.04	ISR = 3.94

MERIT RAISE WORKSHEET

Name Professor Jones Division Xxxxxxxxxx

	Criterion Weight	X	CCR	=	Weighted CCR
I	0.70	X		=	
II	0.06	X		=	
III	0.08	X		=	
IV	0.05	X		=	
V	0.01	X		=	
VI	0.03	X		=	
VII	0.07	X		=	

ISR = [ ]

DIVISION MERIT UNIT _____
(only a few get merit)

MERIT RAISE

[ ] X [ ] = [ ]
ISR MU MR

DIVISION MERIT UNIT _____
(everyone gets merit)

[ ] X [ ] = [ ]
ISR MU MR

MERIT RAISE WORKSHEET

Name Professor Smith Division Xxxxx Xxxx

	Criterion Weight	X	CCR	=	Weighted CCR
I	0.63	X		=	
II	0.15	X		=	
III	0.05	X		=	
IV	0.05	X		=	
V	0.01	X		=	
VI	0.03	X		=	
VII	0.08	X		=	

ISR = [ ]

DIVISION MERIT UNIT _____
(only a few get merit)

MERIT RAISE

[ ] X [ ] = [ ]
ISR MU MR

DIVISION MERIT UNIT _____
(everyone gets merit)

[ ] X [ ] = [ ]
ISR MU MR

Item IV.

No more than 50 percent of the teaching faculty may be promoted to the ranks of Associate Professor and Professor with no more than 25 percent at the rank of full Professor.

Item V.

1. In accordance with Section 3.91 of the VCCS Policy Manual, each college shall develop a merit plan that best meets the needs of the local institution consistent with the following guidelines:

   a. The plan should acknowledge that merit recognition in the VCCS is provided in at least three ways:

      (1) Granting of a multi-year appointment (where applicable).

      (2) Granting of a promotion.

      (3) Granting of a merit award salary increase.

      (4) And, if applicable, by granting of a non-cumulative merit bonus.

b. Merit awards shall be based upon performance evaluations.

c. Performance evaluations shall include a summary rating of Excellent, Very Good, Good, or Unsatisfactory, as defined below:

Excellent	- consistently delivery outstanding performance, substantially exceeding performance standards.
Very Good	- clearly exceed performance standards.
Good	- performs satisfactorily, meeting performance standards.
Unsatisfactory	- fails to meet performance standards.

d. Merit award salary increases shall be withheld when performance is evaluated as less than Very Good.

e. Merit award salary increases shall be specifically identified as a separate component of the institutional salary adjustment plan (i.e., separate from across-the-board increases).

f. The plan may include provisions for the award of a non-cumulative merit bonus, in addition to the above, to a specified number or percentage of faculty members to be selected from those receiving an overall performance evaluation of Excellent.

g. No less than fifteen percent of salary adjustment funds shall be set aside for merit salary awards, and bonuses if any.

h. The current college plan shall be published locally prior to the issuance of salary proposals and filed with the VCCS Offices.

ERIC Clearinghouse for Junior Colleges
JUL 12 1985